

Community Economic Development (CED) Background Reading

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Community economic development (CED) is a term, which draws upon the development and/or strengthening of certain resiliency factors found in many communities. The Development Leadership Network, a national network of CED practitioners defines CED as "...a process by which a community and its institutions organize economic activity in ways that benefit the community as a whole and leads to community and personal empowerment through strategies which encourage cooperation and interdependence and which seek to equalize resources among its rich and poor populations."

There are six guiding principles associated with CED work:

1. Enhancing democracy and justice for low-income residents.
2. Enhancing community empowerment (the ability to choose and act on one's choices).
3. Enhancing personal empowerment.
4. Enhancing civic participation.
5. Enhancing cooperation, collaboration, and partnerships among and across sectors.
6. Enhancing community income and creation of assets and wealth.

What we are seeing today in the world of CED are vehicles, which have their foundation in legislation enacted through the presidency of Lyndon Baines Johnson. Although we can see shimmers of CED activity throughout the history of the United States and how policy has addressed certain economic downturns it wasn't until the mid 1960's that specific actions were legislation-driven. These legislative acts are still in use today and have spawned many of the CBO's (community-based organizations) undertaking the work of community economic development.

What follows are four key acts in the areas of poverty, urban development, education, and discrimination.

Poverty Legislation

Act	Purpose
Economic Opportunity Act 1964	- - create programs such as Head Start, VISTA, & Job Corps to fight war on poverty
Medicare 1965	- - provided health insurance for people over the age of 65
Medicaid 1965	- - provided health insurance for those on welfare

Urban Development Legislation

Act	Purpose
Omnibus Housing Act 1965	- - provided money for low income housing - - built low-income housing (projects) - - gave aid to middle class families to pay for private housing
Department of Housing & Urban Development (HUD) 1965	- - formed to administer federal housing programs
Demonstration Cities & Metropolitan Area Redevelopment Act 1966	- - funded improvement for “model cities”

Education Legislation

Act	Purpose
Elementary & Secondary Education Act 1965	- - directed money to schools for textbooks, library materials and special education - - 1 st major federal aid package for education in history
Higher Education Act 1965	- - funded scholarships - - low interest-loans for college students

Anti-Discrimination Legislation

Act	Purpose
Civil Rights Act 1964	- - outlawed discrimination in federal housing & jobs
24 th Amendment	- abolished the poll tax in federal elections
Voting Rights Act 1965	- - abolished literacy tests
Immigration Act 1965	- - ended national origins quotas

This legislation dealt with the “what” to do. What was lacking were the mechanisms to provide the “how” to localize that legislation. Community Development Corporations (CDC) have arisen as the vehicles to bridge the gap between the government entities

responsible for funding the legislation, private corporations which financially benefited from it and the low to moderate income population which are the intended recipients of it.

There are thousands of CEDs operating in all of our urban and many rural areas. Two historical ones are listed here. For more information on CDCs go to:

<http://www.picced.org/> This is the site for the Pratt Institute for Community and Environmental Development (PICCED).

The Pratt Institute Center for Community and Environmental Development (PICCED) is the oldest university-based advocacy planning organization in the United States. PICCED supports the efforts of low- and moderate-income communities to combat poverty and inequality through sustainable development.

Go to “Resources” and click on “CDC Oral History Project” where you will find the biographies of fifteen CDCs across the country,

Community Development Corporations (CDC) **Two of the more popular ones**

Bedford Stuyvesant Restoration Corporation (BSRC), Brooklyn, NY

Historically, Bedford Stuyvesant in Brooklyn was a stable working and middle class neighborhood with a solid residential core of brownstone row houses. As recently as the early 1950s, it was a racially and economically mixed community with a comfortable standard of living. Many of its residents were employed in Brooklyn's thriving manufacturing and shipping industries. But when suburban homeownership and highway expansion programs began to lure white families and manufacturers out of the city, Bedford Stuyvesant underwent dramatic changes. Between 1940 and 1960, its population shifted from 75% white to almost 85% African American and Latino. Once the neighborhood's racial composition began to change, banks undertook a policy of "redlining," refusing to grant mortgages or loans to the area's residents and businesses. At the same time, the neighborhood was ravaged by unscrupulous real estate speculators who played upon racial fears to convince white homeowners to flee the area by selling their houses at cut-rate prices. This led to the widespread exploitation of incoming African-American families, who were desperate for housing and were forced to pay exorbitant rents for overcrowded, substandard shelter. The neighborhood's deteriorated conditions were made worse by inadequate public services such as police protection, garbage collection, health care and education.

The Comprehensive Neighborhood Plan

Despite these seemingly hopeless conditions of poverty and urban decay, Bedford Stuyvesant had a strong base of neighborhood and block associations, churches, and other civic organizations that were dedicated to stemming the tide of decline. Over eighty of these community-based groups functioned under the umbrella of the Central Brooklyn Coordinating Council (CBCC), which served as one of the unifying forces for addressing neighborhood issues, particularly the needs of youth. During the early 1960s, CBCC

became a leader in the War on Poverty, a national effort initiated by President Lyndon B. Johnson. By involving community residents in a participatory planning process, the group forged what was to become the blueprint for comprehensive physical, social, cultural and economic development in Bedford Stuyvesant. Through the efforts of CBCC's staff and volunteers, prominent community activists such as Elsie Richardson, and technical assistance providers such as Pratt Institute, the plan won the grudging endorsement of key city officials. The most significant opportunity to make this comprehensive plan a reality arose in 1966, when New York Senator Robert F. Kennedy agreed to tour the neighborhood and enter into dialogue with community leaders.

More Than Studies Needed

Senator Kennedy's famous tour of the neighborhood ended at a community-wide meeting at the local YMCA. Although Kennedy seemed sincerely concerned about the appalling conditions he saw, many residents of Bedford Stuyvesant were skeptical about the public sector's ability or commitment to take action. For too long, the neighborhood had been studied by a parade of academics, politicians and public officials. Judge Thomas R. Jones, a strong local leader and civil court judge, recalls challenging the Senator. "I'm glad you're here," he stated. "But I want you to know that your late brother Jack Kennedy already had seen and understood these things, and we're tired of being studied, Senator."

The Nation's First Community Development Corporation

Senator Kennedy proved willing to take up the challenge. Impressed by the strength of civic life in Bedford Stuyvesant, he decided to use the neighborhood as a testing ground for a new federally supported model of community development. Working with the civic leaders that had forged the comprehensive plan for Bedford Stuyvesant, he helped establish the Bedford Stuyvesant Renewal and Rehabilitation Corporation. Soon after it came into existence, however, the organization reached an impasse around programmatic and leadership issues, and consequently split into two independent entities. While one entity (which went by the original name) focused on housing development, a new entity known as the Bedford Stuyvesant Restoration Corporation (BSRC) was created in 1967. As the beneficiary of national legislation crafted by Senator Kennedy and Senator Jacob Javits, the organization became recognized as the nation's first community development corporation (CDC).

In order to fulfill one of the CDC's primary goals - to strengthen the local economy and create jobs by bringing manufacturers and private investors into Bedford Stuyvesant - BSRC was assisted by a sister organization, the Development and Services Corporation (D&S). BSRC's role was to set policy and carry out community development programs, while D&S's role was to offer technical and fundraising assistance. This unusual dual structure was somewhat controversial. D&S was managed primarily by representatives of the white power structure who were personally recruited by Senator Kennedy from the banking and corporate world. Restoration was directed mostly by African-American residents of the community who had long participated in Bedford Stuyvesant's rich civic life. Restoration's first chairman was Judge Jones, who was actively involved in community politics. The CDC's founding president was Franklin A. Thomas, a former New York City Deputy Police Commissioner who was born and raised in the neighborhood. Because of the respect he had earned in Bedford Stuyvesant, as well as the public and private sectors, Thomas was able to bridge some of the divisions in the community. He was also able to provide strong leadership to the organization, despite its

dual structure. Although it was sometimes criticized for being patterned on a "colonial" model, this structure was also praised for its ability to bring together two very separate worlds for a common purpose. As Ben Glascoe, a former organizer on BSRC's staff recalls, "The legislation was unique in that it made for a marriage between the community and the business world. And in those days that meant the black world and the white world."

The Fight Against Blight

In the spirit of the planning process that had led to its creation, BSRC undertook a comprehensive range of strategies to revitalize Bedford Stuyvesant. An essential part of this community development strategy was to improve the physical conditions of the neighborhood, with the aim of catalyzing numerous private and public revitalization efforts in the area. For instance, Restoration organized residents to pressure municipal agencies to improve basic services such as garbage collection and infrastructure maintenance, thereby fighting urban blight.

One of the CDC's most successful physical revitalization strategies was a facade improvement program that helped residents to weatherize and renovate the exteriors of their homes. These efforts not only built pride in the community, but also created desperately needed jobs. BSRC made a point of employing local youth in these projects so that they would acquire a job track record and have opportunities to enter construction trades. By 1992, Restoration had rehabilitated the facades of over 4,200 units of housing in a 150-block area, creating over 2,000 temporary and permanent jobs.

To address the consequences of redlining, the organization created a home mortgage pool in 1967, eventually attracting \$65 million worth of investments from public and private sources. More than 850 loans totaling \$17 million were granted within BSRC's first five years of operation. The organization also created a subsidiary to rehabilitate deteriorated housing that had been abandoned by private owners and had fallen into city ownership. By the early 1980s, Restoration had developed over 3,000 units of commercial and residential property.

One of BSRC's most noted physical development projects is a multi-purpose complex known as Restoration Plaza. This shopping center was created by rehabilitating an abandoned milk bottling factory that was prominently located on Fulton Street, one of Bedford Stuyvesant's main commercial thoroughfares. Since its opening day in 1975, it has housed numerous businesses that help boost the local economy. Today, the complex accommodates BSRC's headquarters, two commercial banks, utility companies, a 214-seat theater, an ice-skating rink, a supermarket, two underground parking garages and numerous retail franchises and community-based social service organizations. Over the years, Restoration Plaza has served as a steady commercial anchor and a powerful symbol of hope for the revitalization of Bedford Stuyvesant.

Creating Jobs through Business Development

Another part of BSRC's comprehensive development strategy was to create jobs through business development. BSRC's first successful attempt to locate a major employer in the heart of Bedford Stuyvesant was made possible by one of D&S's board members, who was an executive at IBM. By locating one of its manufacturing plants in a vacant brick

warehouse, IBM created 400 jobs for local residents. The plant continues to operate to this day, and is now worker-owned and managed.

Finding other large-scale manufacturers who were willing to locate in the area proved difficult. Restoration continued its business development strategy, however, by providing financial and technical assistance to small enterprises. Between 1969 and 1979, Restoration's loan programs provided over \$8.5 million in desperately needed capital to more than 125 local businesses. These enterprises have created and retained an estimated 1,000 jobs and have attracted nearly \$13 million from conventional investment sources. Through a revolving loan fund established in 1984, Restoration continues to offer low-interest loans to small businesses.

Over the years, BSRC has invested equity in a number of business ventures, including a for-profit real estate management company, a drug store, a fabric design shop, a supermarket, a fast food franchise, a clutch manufacturing firm and a recording company. During the economic recession of the 1980s, some of these ventures began to operate at a loss and were divested. Others have been quite successful, however. The Pathmark supermarket, for instance, thrives to this day in Restoration Plaza, and has become a significant source of revenue for the organization.

Addressing Social Needs

Another important dimension of BSRC's work over the years has been social development. To combat high rates of unemployment and illiteracy in Bedford Stuyvesant, the organization offers job referral, educational and youth services to area residents. Up until the 1980s, BSRC ran numerous summer youth employment programs with funding under various federal programs, including the Comprehensive Employment and Training Act (CETA). This program provided opportunities for thousands of participants to acquire basic skills while working on BSRC's revitalization projects. Today, BSRC's youth programs are operated with private funds.

Restoration recognized early on that one of Bedford Stuyvesant's most urgent social issues was a lack of preventative health care, which forced many residents to seek medical treatment in hospital emergency rooms rather than in doctors' offices. Under the leadership of Dr. Vernal Cave, BSRC established a family health care center in 1976, making regular visits to the doctor possible for 55,000 patients a year.

Another part of BSRC's social development mission is to foster a sense of pride and identity in the community's heritage and culture, especially among youth. Thus, BSRC has an art gallery and offers classes in music, dance, and the visual arts. Through the Billie Holiday Theater in Restoration Plaza, it hosts numerous musical, dramatic, and educational productions.

The Struggles of the 1980s

Despite the impressive breadth and scope of its programs, BSRC became, to some extent, a victim of its own success in the 1980s. For over fifteen years, the organization had flourished with significant support from the federal government. Because it served a large community of over 300,000 people, BSRC had received a substantial share of the \$100 million appropriated for the federal Special Impact Program for CDCs between 1966 and 1981. With the advent of the Reagan administration in the 1980s, however, BSRC suffered heavy losses. One of its strong points - its close relationship with federal

government - became a weakness when state and local governments became the primary source of funds for community development under President Reagan's policy of New Federalism. Reflecting on BSRC's funding history, Ben Glascoe observes, "I think in all honesty we were somewhat too reliant on federal funds for a long time. And we were a little too late getting into state and city arenas for funding."

When the Reagan administration eliminated the Community Services Administration in 1983, BSRC lost nearly all of its core administrative support. Like many other CDCs, the organization began to operate at a deficit and was forced to either restructure or sell many of its assets, eliminate some of its social programs, and downsize operations during the 1980s. Drastic reductions in staff made it difficult for Restoration to sustain the comprehensive range of programs that it pioneered in its earlier years. These cuts also had a negative impact on the organization's ability to maintain contact with the community. In its early years, BSRC ran five storefront neighborhood centers that offered social services and fostered community participation in its programs. The need to reduce operating costs in the 1980s forced the organization to close these facilities, with the effect of reducing the CDC's presence in the community.

A Coming of Age

In recent years, BSRC has begun to come of age. Under the leadership of Roderick Mitchell, who has served as BSRC's president since 1988, it has focused on expanding its funding base, reducing its deficits, addressing the deferred maintenance of its physical assets, and rebuilding relations with community residents, particularly through its family and youth initiatives. To help strengthen neighborhood businesses, the organization is looking for ways to expand its revolving loan fund, to establish a revolving equity fund, and to create targeted technical assistance programs. Despite its hardships during the 1980s, BSRC has had an impressive record of achievement over the past two and a half decades. It has attracted over \$370 million worth of investments to Bedford Stuyvesant since 1967, and, more importantly, has given thousands of people the opportunity to engage in management, entrepreneurship, decision-making and control of the community development process. The organization has undoubtedly made a significant impact on Bedford Stuyvesant, as well as the wider field of community development.

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The Woodlawn Organization (TWO), Chicago, IL

In the 1950s, racial discrimination greatly limited opportunities for advancement among Chicago's African-American residents. The previous decade had seen a huge influx of blacks from the South who were searching for economic opportunities in the North. While Chicago's African-American population boomed, its racial boundaries remained rigid, forcing thousands of blacks to live in segregated neighborhoods. The great demand for housing in these areas allowed slum landlords to subdivide apartments into ever smaller, more crowded rental units. As neighborhoods like Woodlawn on Chicago's South Side transformed from historically white to predominantly black, they began to experience disinvestment and rapid deterioration. Absentee landlords allowed their

buildings to fall into disrepair. Local businesses sold low quality goods at inflated prices. City agencies cut back on essential public services such as education and transportation, and the physical infrastructure of the neighborhood began to collapse. Because they were systematically excluded from Chicago's firmly entrenched political machine, African Americans found it very difficult to use existing political channels to demand accountability from their local elected officials.

The Power of Collective Action

In face of the alarming physical, social and economic decay of their community, the residents of Woodlawn began to organize for change. In 1960, a group of religious and block club leaders brought together a coalition of over 100 neighborhood associations, religious institutions and civic organizations to fight against the forces of disintegration. Contrary to what many believed, Woodlawn had a number of organizational resources. As one of the group's leaders, Reverend Dr. Arthur M. Brazier points out, "The idea that black communities were disorganized was really a fallacy. They were not disorganized, they were unorganized." With the assistance of Saul Alinsky, a well-known community organizer, the Temporary Woodlawn Organization (TWO; later to become The Woodlawn Organization) began to lead a unified movement for self-determination. Its founding president was Dr. Brazier.

Throughout the early 1960s, TWO mobilized Woodlawn's residents to pressure merchants, landlords, city bureaucrats and others who were responsible for the neighborhood's blighted conditions to respond to their demands for change. By picketing and threatening boycotts against local stores, residents fought back against inflated prices and inferior products. And by demonstrating in front of the suburban homes of their absentee landlords, they forced building owners to make basic repairs. These small victories were important because they proved that low-income people could gain power through collective action. The significance of this process became apparent years later when oppressed urban neighborhoods across the country erupted into violent civil disorder during the Summer of 1967. Knowing that they had an alternative means of getting attention from those in power, the residents of Woodlawn did not feel compelled to express their frustrations through urban rebellion. As Reverend Dr. Leon Finney, TWO's second executive director, observes, "We had no riots here because we had already developed a legitimate means of redressing our grievances. The people trusted that vehicle and idea of TWO."

The Campaign against Displacement

TWO launched one of its most challenging advocacy campaigns in response to the University of Chicago's plans to expand its South campus into Woodlawn. Using Urban Renewal funds, the university wanted to clear a major strip of the neighborhood to create a new park and upper-income housing. In effect, the institution was attempting to establish a buffer zone against its surrounding low-income community. Having experienced what was termed "Negro removal" as a result of other Urban Renewal projects in the city, many of Woodlawn's residents were strongly opposed to the university's plan, especially because it did not make concessions for replacement housing. Fortunately, TWO was able to make use of the Urban Renewal program's community participation requirements to mount a battle against the university's plan. They were ultimately successful in negotiating a compromise agreement whereby the university agreed to cover the costs of relocating displaced families to new low-income housing in

Woodlawn. Because it had established itself as the legitimate voice of the residents of Woodlawn, and had the power of people to back it, TWO became recognized as a major political force in Chicago.

The Fight for Equal Opportunities

To ensure that blacks had access to mainstream institutions, TWO was very active in the civil rights movement during its early years. One of its priorities was to advocate for the integration of housing and education in order to eliminate the inequities produced by segregation. As Dr. Brazier explains, "Our concern about integrating public schools was to get a piece of the pie. We felt as long as our kids were segregated, they were going to get hand-me-downs."

But TWO's leaders soon began to see the need to address another critical aspect of the problem - the economic barriers that blacks faced in their struggle for self-determination. As Dr. Brazier explains, "We recognized that no matter how much access we might have, unless people had jobs, unless people earned money, no matter what doors were opened, they would not have the opportunity to walk through them." To prepare African Americans to take advantage of the gains of the civil rights movement, TWO began to focus on employment. In partnership with its former adversary, the University of Chicago, the organization secured a grant from the U.S. Department of Labor to study the racial biases of common hiring practices such as job applications and tests. By arguing that these procedures posed unnecessary obstacles to the employment of blacks, TWO was able to gain federal support for a demonstration job training and placement program in 1964.

The Transition into Service Provision

The creation of TWO's job training and placement program marked an important transition for the organization. Some of its members did not believe that TWO should begin to provide services because this new direction might compromise the organization's ability to continue conducting advocacy and organizing. But as Dr. Brazier reasoned, "just to continue advocacy and not think about the other social ills that affected the community seemed to be short sighted."

In the 1970s, TWO began to make use of federal funds to offer a range of social services, including prenatal and infant health care, Head Start early childhood development, and mental health care. Today, TWO operates a \$4.2 million social service network that reaches 7,500 people daily. One of TWO's primary concerns is helping people at an early point in the life cycle in order to prevent substance abuse, teen-age pregnancy, and infant mortality. The organization offers comprehensive health care, infant day care, substance abuse treatment and rehabilitation, AIDS awareness and outreach, job counseling and placement, and black adoption services. Through its Family Life Program, TWO addresses the psycho-social problems that result from poor health in low-income neighborhoods.

In 1969, under the leadership of Dr. Finney, the organization decided that its broadened programmatic direction required a change in structure. From its inception, TWO had operated as a federation of civic and neighborhood associations. The members of this federation comprised the organization's community base, and were represented on delegate committees that made policy recommendations on housing, crime, education and

other neighborhood issues. As TWO entered the 1970s, the challenge was to create a new structure that would continue to hold the organization accountable to its community-based constituency, but would also address the concerns of its funders, who believed that advocacy needed to be kept distinct from other program areas such as social service delivery and development. TWO's solution was to create a separate entity, the Woodlawn Community Development Corporation (WCDC), for its physical and economic development activities. This development corporation would have its own board of directors, but was to remain accountable to The Woodlawn Organization's community base.

Development as a Means of Creating Viable Communities

TWO was faced with a great challenge when the development corporation was formed in 1972. Woodlawn had lost nearly half of its population between 1960 and 1970. One of the ironies of the civil rights movement was that as the barriers to integration were removed, the social and economic infrastructure of African-American urban neighborhoods began to erode. Out of necessity, black communities had once been home to people with a broad range of social and economic backgrounds. Doctors and lawyers lived next door to housekeepers and welfare recipients. But once moderate and middle-income residents gained opportunities to escape the deteriorated conditions of inner city neighborhoods, many of them moved out. Increasingly, communities like Woodlawn became ghettos of the poor. Because of its great concern about these demographic trends, TWO/WCDC's leadership decided that its redevelopment strategy needed to focus on attracting middle class families back into the neighborhood. To achieve this goal, the organization began to search for ways to improve Woodlawn's physical and socioeconomic conditions. TWO/WCDC's ultimate aim was to make Woodlawn a viable, mixed-income community.

This redevelopment strategy proved controversial at times. By concentrating on bringing moderate and middle-income families into the neighborhood, TWO/WCDC could not always ensure that its programs had a direct benefit to Woodlawn's poorest and most desperate residents. In fact, some of its programs required the displacement of existing residents. Nevertheless, quite a few neighborhood residents felt that the drawbacks of this development approach were outweighed by its benefits.

Since 1968, TWO/WCDC has rehabilitated or constructed over 1,500 apartment units and homes for low and moderate-income families and individuals, senior citizens and physically and mentally disabled residents of Woodlawn. It pioneered the first mixed-income homeownership project in the country, proving that it was possible to create communities in which middle, moderate and low-income families choose to live next door to each other. Moreover, the CDC has helped dispel the myth that whites are unwilling to live in predominantly black neighborhoods. Over the years, TWO/WCDC has built a strong reputation for being an efficient and effective manager of low-income housing. Recently, it was hired by the Chicago Housing Authority to manage and provide social services to two of the city's most troubled public housing projects.

Another aspect of TWO's redevelopment strategy has focused on economic revitalization. One of WCDC's first efforts was a small-business support program that provided technical assistance and access to outside financing for local enterprises. By the mid-1970s, however, the limits of this economic development approach in Woodlawn compelled WCDC to begin large-scale commercial real estate development, including a

shopping plaza, movie theater and supermarket to spur economic growth and create jobs for neighborhood residents.

A Commitment to Quality of Life Issues

Over the years, TWO has continued to serve as an advocate for quality of life issues in Woodlawn. In the 1970s, it conducted a series of studies on the Board of Education's budget, revealing vast inequities in the distribution of resources throughout Chicago's school districts. Drawing upon the organizing capabilities it developed in its early advocacy campaigns, TWO was able to create a partnership of teachers, students, parents and the Board of Education to improve public schools in Woodlawn. In 1976, it launched a major effort to revamp Woodlawn's Hyde Park High School, which had become a battle ground for local street gangs. Renamed the Hyde Park Career Academy, the school was transformed from one of the lowest-performing to one of the top eight in the city in just over a decade.

Catalyzing Reinvestment

TWO has always believed that an integral aspect of its mission is to increase confidence in the economic and social viability of its community. It has long been concerned about the consequences of disinvestment, which were evidenced when Woodlawn's only remaining financial institution, the Southeast National Bank, left the neighborhood in 1971. TWO has therefore made a conscious effort to transform the psychological perceptions of Woodlawn. The CDC's idea is to create enough positive change to instill confidence in the community by major institutions. As Dr. Finney explains, "At best TWO is a catalytic agent. If we catalyze reinvestment in the community, we don't have to do it all. The point is let others take it up after we've been on the point. And we're beginning to see that."

The success of TWO's revitalization strategy was illustrated by the building of a regional YMCA in Woodlawn in 1990. Despite intense competition from other, more affluent neighborhoods, TWO was able to convince the Metropolitan Y that Woodlawn was a viable site for its new facility. The Woodlawn Y greatly exceeded membership projections within the first few years of its operation. TWO also recently assisted a massive effort to overhaul Woodlawn's decaying public transit system. Through a partnership with the city, it helped create a \$56 million investment in transportation and related infrastructure in the neighborhood. Over the years, TWO has catalyzed a total of over \$113 million in public and private investments in Woodlawn.

The Road to Renewal

As TWO/WCDC looks to the future, it has reason to be optimistic about Woodlawn's economic, social and physical viability. Though it continues to face challenges inherent to low-income urban communities, the neighborhood has realized some breakthroughs in renewed growth and investment. After twenty years without a neighborhood bank, Woodlawn proudly observed a significant milestone on the road to renewal - the opening of the Cole Taylor Bank in 1993. Under the direction of Carole Millison, TWO's current executive director, TWO continues to build partnerships with the public and private sectors to improve the quality of life in Woodlawn.

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Workforce Investment Act (WIA)

The Workforce Investment Act of 1998 (WIA) was designed to foster the development of a national workforce preparation and employment system. In addition to helping the adult worker there is also a provision for youth between the ages of 16 – 21.

Youth Program Overview

Recognizing that education, training, and career development are critical to the success of high-risk youth as they enter the labor force, WIA provides funds for the design and management of those services at the local level, where partnerships between employers and potential employees are most easily established.

Since 2000, the Center for youth Development and Education (CYDE) has coordinated the implementation of WIA youth services on behalf of the Commonwealth of Massachusetts. Working with the state's sixteen workforce investment boards and their subsidiary youth councils, CYDE's WIA Youth team provides the local areas with a national and statewide perspective on practical ways to integrate disparate programs into a comprehensive system, yielding a high return on program investment.

In addition to its statewide policy role, the WIA Youth team offers a range of services to the local WIA areas. These include:

- Orientation for Youth Councils – Customized one-on-one workshops to provide youth councils and local workforce investment boards with an overview of WIA, youth service requirements, and coordination opportunities.
- Strategic Planning and System Building – Workshops to guide youth councils through the process of resource mapping, strategic planning, coordinating youth programs, and assuring program and system accountability.
- State-level Resource Coordination – CYDE works with state agency partners in education, higher education, health and human services, juvenile justice, and others to identify opportunities for coordinating youth policy and resources. Our goal is to leverage more resources that can be used to deliver coordinated services at the local level.
- System-Building Grants – CYDE uses a portion of the state's set-aside WIA money for competitive grants so that local areas can strengthen their youth workforce systems. Mini-grants have been offered for resource mapping, connecting foster care youth and court-involved youth to the One-Stop Career Centers, and alternative education. Recently, under a grant from the U.S. Department of Labor, CYDE has competitively awarded over \$1 million to local WIA areas to connect faith- and community-based organizations to the One-Stop system.
- Publications and Communications - CYDE has published a variety of manuals and papers to assist local areas in the development of comprehensive services for high-risk youth.